



Recruiting and Maintaining a Diverse and High-Performing Workforce

A Manager's Guide

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Disclosure: This document is not all encompassing. It is simply a start or ideas on how to increase and improve recruitment and retention of employees. Some managers are very busy with mission responsibilities and don't have the time to research these methods. This document is meant to be a research tool and not every opportunity or method is found here. Also, the government is changing its methods at record speed. Before utilizing any methods, please check with your Human Resource professionals at USACHPPM.

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	Page
1. The Federal Job Search Process	1
a. Office of Personnel Management USAJOBS	1
b. Department of the Army.....	1
2. Army Recruitment Sources.....	2
a. Merit Promotion.....	2
b. Hiring Authorities	2
(1) Delegated Examining.....	2
(2) Outstanding Scholar Program	3
(3) Presidential Management Intern (PMI) Program.....	3
(4) Special Non-competitive Appointment Authorities for Veterans	3
(5) Non-competitive Appointment of Former Overseas Employees	4
(6) Army Program Management (PM) Intern Program.....	4
(7) National Security Education Program (NSEP).....	5
(8) Appointments of Severely Physically Handicapped Individuals.....	5
(9) Appointments of Mentally Retarded Persons.....	5
(10) Critical Hiring Needs	5
(11) Intergovernmental Personnel Act (IPA) Mobility Program	6
(12) Military Spouse Preference Program	6
(13) Student Employment Programs	7
(14) Career Programs	8
(15) Reinstatements.....	9
(16) Job Swap	9
(17) Reemployed Annuitants.....	10
(18) Term and Temporary Appointments	11
(19) Worker Trainee Opportunities Program (W-TOP)	11
(20) Administrative Careers with America (ACWA)	11
(21) Volunteer Service	12
3. Hiring Incentives.....	12
a. Superior Qualifications Appointment	12
b. Pre-employment Interviews and First-Duty Station Travel Expenses	12
c. Recruitment Bonuses	13
d. Relocation Bonuses.....	13
e. Retention Allowances	13
f. Special Salary Rates	13
g. Physicians' Comparability Allowance	14
h. Advanced Payments for New Appointees.....	14
i. Title 38 Flexibilities for Health Care Employees	14
j. Referral Bonuses.....	14
k. Pay Issues.....	14
(1) Pay Banding.....	14
(2) Sunday Premium Pay	14
(3) Night Differential Pay.....	14
(4) Hazardous Duty Pay	15
(5) Danger Pay	15
(6) Hostile Fire Pay.....	15
(7) Environmental Differential Pay	15

	Page
l. Upward Mobility Program.....	15
m. Temporary Promotion	16
n. Professional Development Assignments	16
o. Competitive Professional Development	17
p. Civilian Academic Degree Training	17
q. Reassignment	17
r. Details	17
s. Subsidized Transportation.....	18
t. Travel and Transportation Expenses for Interviews and/or New Appointments	19
u. Federal Student Loan Repayments	19
4. Work Arrangements and Work/Life Policies.....	19
a. Hours of Work and Scheduling Flexibilities.....	19
b. Alternative Work Schedules	19
c. Telecommuting.....	20
d. Leave Flexibilities	20
e. Employee Assistance Programs (EAPs).....	21
5. Training	22

Recruiting and Maintaining a Diverse and High Performing Workforce

The war for talent is a manager's number 1 challenge, whether it's hiring in the private sector or the Federal Government. This document is designed to show all the options available that can help you in your search for talent, whether you are hiring at the entry or executive level, meeting short-term hiring needs, or searching for special skills and competencies. This handbook can help you develop aggressive recruitment strategies that include tailoring a recruitment package highlighting the job in plain English.

Workforce Planning has taken on a renewed importance, especially with the anticipated exodus of Federal employees retiring over the next decade. This will help to point you in the right direction to see the various hiring incentives available to managers.

Many retention strategies focus primarily on salary to retain quality employees. However, recent Corporate Leadership Council research findings conclude that pay was the least important reason cited by employees as to why they continue to work for a particular company. Employees surveyed gave the following reasons, in priority order, why they remained in their organizations:

- Career growth
- Learning and development
- Exciting work and challenge
- Meaningful work
- Making a difference and a contribution
- Working with great people
- Being part of a team
- Having a good boss
- Recognition for work well done
- Autonomy and control over one's work
- Flexible work hours and dress code
- Fair pay and benefits

Almost all of these reasons cited are within easy reach of any organization, are relatively low cost to implement, and should not be overlooked in developing strategies that effectively retain a high-performing workforce. Federal agencies have many flexibilities and authorities available to hire new employees for short- and long-term assignments. The following is a list of methods and flexibilities that USACHPPM can use right now to attract and retain quality employees. The following are different methods of recruiting and retaining good, quality people. These ideas can be used to develop our own strategies.

1. The Federal Job Search Process

a. Office of Personnel Management USAJOBS

USAJOBS is the Federal Government's centralized one-stop shopping service for agency vacancy announcements and employment information available 24/7 in multiple formats accessible to a variety of customers. Because agency job postings and employment information are in one Government wide system, it saves considerable time and resources for both users and Federal employees. This system is used for announcements outside the Federal Government. Online customer satisfaction ratings remain at least 90% satisfactory. (<http://www.usajobs.opm.gov/>)

USAJOBS by Phone at 487-757-3100
(487-744-2299 TDD)

Touch Screen Computer Kiosk network located in OPM Service Centers, Federal buildings, and colleges and universities.

b. Department of the Army

The Department of the Army (DA) has its own Civilian Personnel website at <http://www.cpol.army.mil>. It has a listing of jobs being announced, a resume builder, and a database to view information on jobs that you may have applied. Most

replacement needs are met through standard local recruitment of experienced personnel or through the career referral process implemented through Resumix. Any remaining Army-wide career program staffing needs are met by the intern program or through other planned entry-level programs that are discussed in this document.

2. Army Recruitment Sources

Current DA employees, reinstatement and Veterans' Employment Opportunity Act (VEOA) eligibles are some of the types that can be considered for vacancies as candidates for—

a. Merit Promotion

The underlying principle of the Army Merit Promotion Program is the identification, qualification, evaluation, and selection of top-quality candidates from appropriate sources. Selections will be made free of discrimination on the basis of race, color, religion, sex, national origin, marital status, age, reprisal, or disability. Selections shall be based solely on relative ability, knowledge, skills, other job-related criteria, and legitimate position requirements.

The Merit Promotion Program is directed toward—

- Contributing to the accomplishment of mission goals by staffing positions with qualified, high-quality employees.
- Providing career opportunities for employees and ensuring that all employees are fully informed of those opportunities.
- Bringing to the attention of management high-quality employees who have the capacity to perform in more responsible assignments.

- Fostering and facilitating the mobility of employees in the interest of broadening their experiences and increasing their qualifications
- Ensuring the maximum utilization of employees in positions for which they are best qualified.
- Ensuring that the skills, qualifications, achievements, and promotion potential of employees are recognized and fairly considered in the staffing process.
- Encouraging employees to improve their performance to develop their knowledge, skills, and abilities.

A sound merit promotion program is designed to ensure a systematic means of selection for promotion according to merit after a fair and open competition, which assures that all individuals receive equal opportunity. Proper administration and full support by management officials and employees at all levels is essential to the staffing of an effective and highly motivated civilian work force.

b. Hiring Authorities

(1) Delegated Examining

Civilian Personnel Operations Centers (CPOCS) and several non-regionalized civilian personnel offices (CPOs) have authority under delegated agreements with the Office of the Secretary of Defense and the OPM to conduct competitive examining for specified occupations. External applicants apply directly to the CPOC (or CPO), which rates/ranks the applicants and issues certificates of eligibles. If there are more than three applicants or a mix of preference eligibles and nonpreference eligibles on the list, selections must be made in accordance with the rule of three and veterans' preference. (OPM Delegated Examining Operations Handbook, Oct 99)

(2) Outstanding Scholar Program

The Outstanding Scholar Program may be used to appoint those college graduates from accredited schools who obtained a grade point average of 3.5 or higher on a 4.0 scale for all undergraduate courses completed toward a baccalaureate degree. It can also be used to appoint those who stand in the upper 10% of a baccalaureate graduating class, or of a major university subdivision such as a College of Arts and Sciences. These appointments may be made without going through an examination procedure for jobs at grades GS-5 and GS-7 in covered occupations.

(3) Presidential Management Intern (PMI) Program

This is a two-year internship program, which enables graduate-degree students to be appointed to federal positions as PMIs.

Although the PMI Program accepts applicants from a variety of graduate-level academic backgrounds, applicants must have an interest in a career in the analysis and management of public policies and programs.

Students selected under this program are hired at the GS-09 level and are eligible for promotion to the GS-11 level after successful completion of the first year. Upon completion of the second year, they are eligible for conversion to a permanent federal civil service position and promotion to the GS-12 level. (5 CFR 213.3102(ii) and 315.708)

(4) Special Non-competitive Appointment Authorities for Veterans

Under the Veterans' Recruitment Appointment (VRA) authority, agencies can appoint an eligible veteran without competition to positions at any grade level through GS-11 or equivalent (the promotion potential of the position is not a factor).

Individuals must meet the prescribed qualifications and military service requirements. Ordinarily, an agency may simply appoint a VRA eligible who meets the qualification and eligibility requirements without the need to announce the vacancy or rank applicants. All VRA candidates on file who are qualified for the position, however, must be given consideration and if there are two or more candidates for the same job and one (or more) is a preference eligible; veteran's preference applies in the selection process. When there are two or more VRA candidates for the same job and one (or more) is a preference eligible, veterans' preference applies in the selection process. Temporary and term appointments also may be made non-competitively under this authority. (5 CFR Part 307)

Agencies can non-competitively appoint a veteran with a compensable service-connected disability of 30% or more to a temporary appointment of more than 60 days or to a term appointment. Unlike the VRA, there is no grade level limit on the position for which this authority can be used. The employee may be converted to a career or career-conditional appointment at any time during the employee's temporary or term appointment. (5 U.S.C. 3112; 5 CFR 315.707)

Thirty percent disabled veterans are initially given a temporary appointment; duration may vary depending on type of disability and position requirements. This provides a period of time to evaluate whether the disability impairs the performance of the full range of duties of the position. Once certified that the disabled veteran is successful in the position, he/she is converted to a career-conditional appointment.

Thirty percent or more disabled veterans have an additional benefit - higher retention standing within their tenure group for reduction-in-force purposes.

Veterans' preference is provided to separated military members under the following conditions:

- a. Five-point veterans' preference is granted to veterans who are separated with an honorable discharge (or under honorable conditions) from the Armed Forces after more than 180 days of active duty, any part of which occurred after 31 January 1955 and before 15 October 1976, or after service during a war or in a campaign for which a campaign badge has been authorized.
- b. Ten-point veterans' preference is granted to disabled veterans and veterans awarded the Purple Heart. A disabled veteran means an individual who has served on active duty in the armed forces; has been separated from duty under honorable conditions; has established the present existence of a service-connected disability; or is receiving compensation, disability retirement benefits, or pension because of a public statute administered by the Department of Veterans Affairs (VA) or a military department.
- c. Non-disabled veterans who retire at or above the rank of major are not eligible for veterans' preference.

(5) Non-competitive Appointment of Former Overseas Employees

Agencies may non-competitively appoint, to a competitive-service position within the United States, an individual who has completed 52 weeks of creditable overseas service.

This appointment authority may be used for a period of 3 years following the date of returning to the United States. Under this authority, "creditable overseas service" is service in an appropriated-fund position performed as a family member under a local-hire appointment overseas during the time the family member was accompanying a sponsor (civilian or military) officially assigned to an overseas area. An individual may be appointed to any occupation and grade level for which qualified. (5 CFR 315.608)

(6) Army Program Management (PM) Intern Program

The Army PM Intern Program was developed within the framework of the Defense Acquisition Scholarship Program (DASP). The DASP, authorized by Section 1744, Title 10, United States Code, was established to qualify and recruit personnel for civilian acquisition positions in the Department of Defense (DOD). Scholarships are awarded to qualifying individuals who have been accepted or are enrolled as full-time students pursuing a baccalaureate or graduate degree in engineering, the physical sciences, mathematics, or business-related disciplines. A student awarded a scholarship must agree to serve as a full-time civilian employee in an acquisition position in a DOD component for one calendar year for each school year for which he/she was awarded a scholarship. Upon completing the degree, the graduate is appointed in the excepted service under Schedule-B authority 213.3206 and can be converted, after two years of service, to a position in the competitive service. Army's PM Intern Program is a three-year career development program targeted for Master's degree graduates of DASP. The graduates are appointed as interns at the GS-09 level and complete the intern program after serving one year at the GS-12 level. At that time, they are permanently assigned to an

acquisition position. (Section 1744, Title 10, United States Code)

(7) National Security Education Program (NSEP)

The NSEP was established by the National Security Education Act of 1991 to increase U.S. citizens' understanding of different world cultures, strengthen U.S. economic competitiveness, and enhance international cooperation and security. Through undergraduate scholarships and graduate fellowships, the NSEP funds outstanding U.S. students from diverse academic disciplines to support their study of critical world regions and less-commonly-studied languages. In return for this financial support, the students must agree to work in the Federal Government in an office or organization with national security responsibilities; Defense agencies meet that criterion. The students may be hired under a blanket excepted appointment hiring authority (5 CFR 213.3102(r)). This Schedule-A hiring authority is for a four-year term, non-career appointment. Organizations must have an available position and funding. To facilitate hiring, OPM has established a secure Internet site, NSEP-NET, that gives Federal managers and human resource professionals access to resumes of NSEP students and graduates. With on-line access to resumes, managers can easily review the qualifications of candidates with the skills needed to fill their jobs. (5 CFR 213.3102(r))

(8) Appointments of Severely Physically Handicapped Individuals

Severely physically handicapped persons may be appointed to positions under a temporary appointment if they have demonstrated their ability to perform the duties satisfactorily.

They can also be appointed if they have been certified by counselors of state vocational rehabilitation agencies or the VA as likely to succeed in the performance of those duties. This is an Excepted Service, Schedule-A appointment authority. Upon completion of 2 years of satisfactory service, the employee may qualify for conversion to competitive status. (5 CFR §213.3102(u) and 315.709)

(9) Appointments of Mentally Retarded Persons

Under this authority, mentally retarded persons may be appointed to permanent or temporary positions. The activity works with the appropriate State vocational rehabilitation agency in making the placement. This is an Excepted Service, Schedule-A appointment authority. Upon completion of 2 years of satisfactory service, the employee may qualify for conversion to competitive status. (5 CFR §213.3102(t) and 314.709)

(10) Critical Hiring Needs

Agencies may appoint an individual temporarily to a position for which a critical hiring need exists and examining for the position is impracticable. This includes short-term positions and continuing positions that an agency must fill on an interim basis pending completion of competitive examining, clearances, or other procedures required for a longer appointment. Appointments may not exceed 30 days; they may be extended an additional 30 days if continued employment is essential to the agency's operations.

This is an Excepted Service, Schedule-A appointment authority. (5 CFR §213.3102(l)(2))

(11) Intergovernmental Personnel Act (IPA) Mobility Program

By Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (OASA (M&RA)) Memorandum of November 18, 1996, the IPA Mobility Program was delegated to the Major Army Commands (MACOMs), to include the Independent Reporting Activities (IRAs). The MACOMs and IRAs may redelegate the authority to the lowest practicable level. Until Army Regulation 690-300, Chapter 334, is revised, the memorandum mentioned above may be cited as the authority.

By Executive Order 11589 of April 1, 1971, the OPM is permitted to issue regulations to administer the temporary assignment of personnel between the Federal Government, state government, local government, institutions of higher education, Indian tribal governments, and other eligible organizations. The following guidance on IPA Mobility Program assignments between Federal agencies and non-Federal entities was effective May 29, 1997.

The Federal agency and the non-Federal entity and the assigned employee shall enter into a written agreement before an assignment is made. The written agreement shall record the obligations and responsibilities of the parties as specified in 5 U. S. Code 3373-3375. The Federal agency must maintain a copy of each new assignment agreement form as well as any extension or modification to the agreement. The meaning of assignment is addressed in Title 5, United States Code, Chapter 33, Subchapter VI.

Federal employees may be assigned for up to two years and extended for an additional two years by the appropriate official, or his/her designee, as defined by the MACOMs/IRAs.

After four continuous years on an IPA Mobility Program, the Federal employee must be returned to his/her organization from which originally assigned for at least 12 months. Federal employees are limited to a total of six years on an IPA Mobility Program in their entire Federal career. The 6-year limitation does not apply to non-Federal employees.

When a Federal employee accepts an IPA Mobility Program assignment, he/she agrees to a service obligation as a condition of acceptance. The length of the obligated service requirement with the Federal Government begins upon completion of the IPA Mobility Program assignment and is for a period equal to the length of the IPA assignment. If the Federal employee fails to fulfill the service obligation, he/she will need to reimburse the costs of the IPA Mobility Program assignment. Costs for salary and benefits are not included.

(12) Military Spouse Preference Program

Military Spouse Preference derives from Public Law 99-145, "DoD Authorization Act of 1986", Section 806, "Employment Opportunities for Military Spouses". This section implemented measures to increase employment opportunities for spouses of members of the Armed Forces. The intent is to lessen the employment and career interruptions of spouses who relocate with their military sponsors. Military spouse preference provides worldwide employment preference for spouses of active duty military members of the U.S. Armed Forces who are relocating to accompany their military sponsor on a Permanent Change of Station (PCS) move to an active-duty assignment. The Military Spouse Preference Program—

- Applies to eligible spouses of active duty military members of the U.S. Armed Forces, including the U.S.

Coast Guard and full-time National Guard, who are applying and referred for certain positions at DOD activities in the U.S., its territories and possessions, and in overseas areas.

- Applies only within the commuting area of the permanent duty station of the sponsor.
- Applies only if the spouse entered into the marriage with the military sponsor prior to the reporting date to the new duty assignment.
- Does not apply when the sponsor is separating or retiring.

(13) Student Employment Programs

There are several programs designed to provide students with employment opportunities while they are in school and upon graduation from college. OPM has consolidated student employment programs into one streamlined, flexible program that serves as a critical tool to assist agencies in attracting and recruiting students to meet employment needs. The new program consists of two components—

- Student Career Experience Program (SCEP).
- Student Temporary Employment Program.

As an alternative recruitment method and pipeline intake for the Army Civilian Training, Education and Development System (ACTEDS) Intern Program, ACTEDS intern resources may be utilized to fund SCEP participants. Funding for SCEP participants must be absorbed from within the current ACTEDS intern allocation and coordinated with the ACTEDS Intern Team in the Office of the Deputy Chief of Staff, G-1, Civilian Personnel Policy.

The Student Temporary Employment Program provides flexibility to appoint students on a temporary basis to jobs that may or may not be related to their academic field of study. Employment can range from summer jobs to positions that can last for as long as the individual is a student.

Appointments are not to exceed one year; extensions are permissible in one-year increments. There is no financial need requirement for eligibility. Individual activities may set their own criteria or use the Department of Health and Human Services poverty guidelines. Students may not be retained beyond graduation (May or December). Necessary steps must be taken to make a new appointment if the student is to be retained. Students may be converted to the SCEP when requirements of that program are met and an appropriate position is available.

Students may be appointed to these Programs if they are pursuing any of the following educational programs: (1) High School Diploma or General Equivalency Diploma (GED); (2) Vocational/Technical Certificate; (3) Associate Degree; (4) Baccalaureate Degree; (5) Graduate Degree; and (6) Professional Degree. Students participating in the Harry S. Truman Foundation Scholarship Program under the provision of Public Law 93-842 are eligible for appointments under the SCEP.

The programs are year-round programs, and appointments may be made at any time during the year including summer. Students may work full-time or part-time schedules. There are no limitations on the number of hours a student can work per week, but it should not interfere with the academic schedule. Programs are available to anyone enrolled or accepted for enrollment as a

degree-seeking student at an accredited high school, technical or vocational school, 2-year or 4-year college or university, graduate, or professional school.

Upon graduation, students may progress to permanent employment including opportunities available through career intern programs.

(14) Career Programs

Within some career fields, the Army has established civilian career programs (CP) (AR 690-950, Career Management). A career program is comprised of occupational series and functional fields grouped together on the basis of population, occupational structure, grade range, and commonality of job and qualification characteristics. Career programs were established to ensure there is an adequate base of qualified and trained professional, technical, and administrative personnel to meet Army's current and future needs. The system does this through effective career program leadership, identified progression levels, recruitment, and career development.

Army career programs include the following five levels of progression:

- **Intern level:** Includes entry-level positions GS-5 through GS-9.
- **Specialist level:** Includes mid-level full performance positions at grades GS-9 through GS-12. This is generally considered the journey level for most CPs and the beginning supervisory level for the journey level.
- **Intermediate level:** Includes mid-level full performance positions at grades GS-9 through GS-12. This is generally considered the journey level for most CPs.

■ **Management level:** Includes positions, usually GS-13 through GS-15 that have substantial technical or managerial responsibilities.

■ **Executive level:** Includes senior executive service (SES) positions.

The Career Intern Program is competitive, and designed to prepare employees in various occupations for subsequent advancement in professional, administrative, and technological career fields. Intern graduates form the feeder group for future leaders in Army's professional occupations.

Interns are being trained in 22 career programs in over 150 different occupations. They enter the program at the GS-5 and GS-7 levels as permanent full-time employees. Interns receive career/career-conditional appointments in the competitive service. DA interns reside on Headquarters, Department of the Army (HQDA) student detachment spaces for the first 24 months; local interns reside on mission rolls. Upon graduation from the program, interns are placed on mission rolls in journey level GS-9 or GS-11 positions according to the career program intern target grade and availability of placement positions. Individuals selected for HQDA Intern positions (i.e., funded by HQDA) will be required to sign a mobility agreement. The mobility agreement commits the Army to providing training and permanent placement upon graduation. In turn, the intern commits to Army-wide geographical availability in order to receive the optimal training and permanent placement opportunities deemed at the time to be in the best interests of the Army.

Local interns are recruited for and retained in the organization for which they were recruited.

Occupational Specialties for Interns include—

- Ammunition Management
- Ammunition Surveillance
- Civilian Personnel Administration
- Comptroller/Financial Management
- Contracting and Acquisition
- Education Services
- Engineers and Scientists
- Equal Employment Opportunity
- General Intelligence
- Housing Management
- Information Management
- Library Science
- Computer Specialist
- Visual Information
- Telecommunications
- Records Management
- Manpower and Force Management
- Material Maintenance Management
- Physical Security and Law Enforcement
- Public Affairs and Communications Media
- Quality and Reliability Assurance
- Safety and Occupational Health Management
- Supply Management
- Training
- Military Personnel Management

The North Central CPOC in Rock Island, Illinois is the total service provider for centrally recruiting HQDA Interns to include advertising vacancies, rating applications, and issuing referral lists to selecting officials. Training and development needs are based on specific occupational competencies, knowledges, skills, and abilities identified in the formal Master Intern Training Plans. Supervisors, activity career program managers, and mentors counsel interns regularly on their progress, performance, and other factors relevant to program objectives and career progression.

(15) Reinstatements

Reinstatement is the reemployment of a former Federal employee, including spouses hired under overseas local dependent hiring authorities who have reinstatement rights upon return to the United States. Excluding spouses who obtain eligibility through overseas service, a reinstatement eligible is an applicant who previously held a career or career-conditional appointment with a Federal agency, but is not now a Federal employee. There is no time limit on the reinstatement of a veterans'-preference eligible or a person who has completed the service requirement for career tenure. Nonpreference eligibles who have not attained career tenure normally can only be reinstated within 3 years of the date of their earlier separation.

Individuals with reinstatement rights can be non-competitively placed in positions at grades equal to or lower than the grade they previously held. Reinstatement eligibles can also compete along with merit promotion candidates (Resumix) for positions at higher grades than they previously held as long as they meet the same requirements as in-service placement candidates. If selected, the applicant would be reinstated to the Federal Service

When filling a vacant position, managers may be asked if they are interested in soliciting applications from reinstatement eligibles. Reinstatement eligibles are an applicant source that may be utilized in conjunction with other internal or external recruitment sources.

(16) Job Swap

A Job Swap is the reassignment of two employees who swap jobs when no vacancy exists and neither employee has declined an offer under Transfer of Function

transfer of work, or management-directed reassignment.

A Job Swap can also be an alternative approach to placing Federal employees affected by agency relocation. The difference between a Job Swap placement and other Career Transition Assistance priority placement is there is no vacancy being filled in a swap. Instead, two permanent Federal employees in similar/like jobs switch positions and agencies (a lateral reassignment or transfer).

The Civilian Personnel Offices in both agencies will review the qualifications of each other's employees and notify each other on whether a swap offer may be made.

Job Swaps are exempt from the Priority Placement Priority (PPP) and do not require prior approval from Career Assistance and Re-Employment program officials.

(17) Reemployed Annuitants

An annuitant under either the Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) may be reemployed in any position for which they are qualified. Reemployed annuitants may be hired on either a temporary or a permanent position. There is no special appointment authority for a reemployed annuitant. However, PPP requisitions must stay open indefinitely when a reemployed annuitant is placed against a permanent position.

An annuitant whose annuity continues while he/she is reemployed serves at the will of the appointing officer. A reemployed annuitant may be separated at any time at the discretion of the appointing officer, regardless of the appointment type.

An organization cannot appoint an annuitant on or after 11/24/03 (by appointment or conversion to new to a position within DOD if the DOD-established criteria are not met. The law Section 9902(j) of Public Law 108-136 entitles an annuitant hired (new appointment or conversion to new appointment) in a position in DOD to full pay and annuity. Consequently, an organization does not have the option concerning the offset for newly appointed annuitants.

The hiring of a reemployed annuitant is subject to the following criteria:

a. In positions that are hard-to-fill as evidenced by historically high turnover, a severe shortage of candidates or other significant recruiting difficulty; or positions that are critical to the accomplishment of the organization's mission; or to complete a specific project or initiative.

b. Who have unique or specialized skills, or unusual qualifications not generally available.

c. For not more than 2087 hours (e.g., one year full time or two years part time) to mentor less experienced employees and/or to provide continuity during critical organizational transitions. Extensions beyond 2087 hours are not authorized.

The authority to appoint annuitants at grades GS-15 and below (and equivalent) has been delegated to managers and supervisors.

The next level supervisor must approve hiring of an annuitant at grades 15 or below into the same organization in the same (or substantially similar position) as the position from which the annuitant retired. The next level supervisor must certify in writing that one or more of the above conditions exist.

Employment of annuitants can be beneficial to management. They provide a readily available source of highly qualified candidates, sometimes for "hard-to-fill" positions. In some cases, annuitants are reemployed in the same position they left, thus providing continuity and stability in that operation. In addition, annuitants can be quickly and easily terminated. Some restrictions apply to rehiring civilian employees who received DOD separation incentives.

(18) Term and Temporary Appointments

Use term appointments for 1 to 4 years or competitive temporary appointments when the need for the employee's services is not permanent including, but not limited to: project work; extraordinary workload; scheduled abolishment, reorganization, or contracting out of the function; uncertainty of future funding; or the need to maintain permanent positions for placement of employees who would otherwise be displaced from other parts of the organization. Recruitment is accomplished through the competitive process. (5 CFR part 316, subpart C). Term employees receive all the benefits that permanent employees receive, except they are time limited. Temporary appointments are time limited and the employee does not receive most of the benefits that a permanent employee receives.

Employ experts or consultants for temporary or intermittent employment. The excepted service appointment is used to hire expert and consultants under 5 U.S.C. 3109 to perform expert or consultant work that is temporary (not to exceed one year) or intermittent. This differs from employing experts and consultants through procurement contracts, which are covered by regulations issued by the General Services Administration. Under 5 CFR part 304, an expert is someone who is specifically qualified by education and experience to perform difficult and challenging tasks in a particular field beyond the usual range of achievement.

A consultant is someone who can provide valuable and pertinent advice generally drawn from a high degree of broad administrative, professional, or technical knowledge or experience. (5 U.S.C. 3109; 5 CFR part 304; agency specific legislation)

(19) Worker Trainee Opportunities Program (W-TOP)

The Worker-Trainee Opportunities Program (W-TOP) was designed in the Government's continuing efforts to hire and develop low-skilled and disadvantaged individuals. The W-TOP is primarily used to fill positions restructured at a very low-entry level (normally GS-01 or equivalent), referred to as developmental jobs, which require special types of training and developmental experiences that lead to target positions at higher-grade levels. Positions are targeted generally to the GS-03 (or equivalent) grade level and above. Progression is based on meeting qualification and training plan requirements.

This employment program is also a mechanism for meeting affirmative action goals set by the installation, for example, increasing representation of women in blue-collar occupations.

(20) Administrative Careers with America (ACWA)

The National Performance Review recommended that OPM replace its central inventories with a new hiring process to give agencies more flexibility in hiring candidates for their vacancies. Consequently, OPM revised the ACWA examining process, effective 20 Nov 94. Rather than maintain central inventories, OPM Service Centers will examine locally for ACWA positions on a case-by-case basis. These changes do not eliminate the Outstanding Scholar special appointing authorities. Army's 5 continental United States (CONUS) CPOCs were granted

authority to examine using ACWA by OSD on December 30, 2002.

(21) Volunteer Service

The basic rule is that no person may provide unpaid service to the Government or be employed without pay or with the understanding that he/she will waive pay. Agencies are required by law to pay employees serving in positions under the General Schedule and the Prevailing Rate System (WG/WS). Volunteer service is initiated by the individual, not the Government. Federal statutes and agency regulations allow for use of student volunteers and other volunteers in very limited situations—

- Pursuant to written agreements with educational institutions (educationally related work assignments for students of the institutions).
- In military hospitals (American Red Cross).
- In military museums or family support programs.

Statutes prohibit the Federal Government from accepting volunteer services in excess of that authorized by law, except in cases of emergency involving safety of human life or the protection of Federal property.

With continuing personnel cutbacks, the use of volunteers may become more attractive. Volunteer service programs involve complex issues which may require consultation between the Civilian Personnel Advisory Center (CPAC) and the activity's legal office prior to initiating such programs in a work center. The primary concern is to avoid violations of law and to protect management, the volunteer, and the Federal Government from potential legal and financial liabilities.

If a manager is interested in establishing a volunteer service program in his/her organization, contact the CPAC who will initiate official agreements with local schools and universities to solicit student applications.

3. Hiring Incentives

(a) Superior Qualifications Appointment

An agency may appoint an individual at a rate above the minimum rate of the General Schedule grade because of the superior qualifications of a candidate or a special need of the agency for the candidate's services. In plain language, most employees new to the government are hired at a step 01. This authority allows you to hire upon entry to the government at a higher step, for example step 08, if all the requirements are met. This authority can be used when converting Student Career Experience Program employees to career-conditional status. It can also be used in any appointment where the requirements are met. USACHPPM has a policy on how this particular incentive is used. Deputy Chief of Resource Management is the proponent for this program for USACHPPM. (5 U.S.C. 5333; 5 CFR 531.203(b); CHPPM Reg 690-3)

(b) Pre-employment Interviews and First-Duty Station Travel Expenses

Activities may identify local shortage positions for purposes of paying first-duty station and/or preemployment interview travel expenses for permanent positions. (5 CFR part 572; CHPPM Reg. 690-3)

(c) Recruitment Bonuses

Activities are authorized to pay a newly appointed employee a recruitment bonus of up to 25% of the annual rate of basic pay upon a determination that difficulty would otherwise be encountered in filling the position. USACHPPM has a written policy on how this particular incentive is utilized. DCSR is the proponent. "Newly-appointed" is defined as a first appointment as an employee of the Federal Government unless there is a 90-day break in service. Recruitment bonuses are paid as lump sums. Employees accepting such bonuses must sign a written service agreement to complete a period of service employment with the USACHPPM. (5 U.S.C. 5753; 5 CFR Part 575, subpart A; CHPPM Reg. 690-3)

(d) Relocation Bonuses

Activities may pay an employee a relocation bonus of up to 25% of the annual rate of basic pay to relocate to accept a position in a different commuting area upon a determination that in the absence of such a bonus difficulty would be encountered in filling the position. USACHPPM has a written policy on how this particular incentive is utilized. DCSR is the proponent. A relocation bonus is paid as lump sum after the employee establishes a residence in the new commuting area. Employees accepting such bonuses must sign a written service agreement to complete a specified period of employment with the agency. (5 U.S.C. 5753; 5 CFR Part 575, subpart B; CHPPM Reg. 690-3)

(e) Retention Allowances

Agencies may make continuing (i.e., biweekly) payments of up to 25 percent of basic pay to individual employees.

USACHPPM has a written policy on how this particular incentive is utilized. DCSR is the proponent. Before paying a retention allowance, an agency must determine that—

- The unusually high or unique qualifications of the employee or a special need for the employee's services makes it essential to retain the employee.
- The employee would be likely to leave the Federal Service in absence of the allowance.

Payments may continue as long as the conditions giving rise to the original determination to pay the allowance still exist. A retention allowance is not considered part of an employee's rate of basic pay for any purpose. USACHPPM uses this authority for those approved into the Master Consultant Program, but it can also be used separately. (CHPPM Reg. 690-3 and CHPPM Reg. 690-2)

(f) Special Salary Rates

Special salary rates may be authorized by the OPM whenever it finds that the Government's hiring or retention efforts are, or are likely to become, significantly handicapped due to factors such as the higher rates of pay being offered by non-Federal employers, the remoteness of a duty location, or the nature of the work or undesirable working conditions (i.e., exposure to occupational or health hazards).

Special rates may be established for specific occupations, grades, and locations. The agency initiating the request must submit complete supporting data through its headquarters to OPM. The data must include a survey of prevailing non-Federal pay rates in the relevant labor market.

The highest rate at which the minimum rate of a special rate schedule may be set is 30% above the maximum rate of a grade. As of

January 2004, there are 401 special rate authorizations covering approximately 140,800 positions. Locality payments are not paid on top of special rates. An employee is entitled to the higher of his or her special rate or locality rate of pay (or other pay entitlement).

(g) Physicians' Comparability Allowance

The physicians' comparability allowance (PCA) is additional pay an agency may pay a physician (defined as a doctor of medicine, osteopathy or dentistry) who enters into an agreement for a specified period of service. The PCA is paid only if the agency is experiencing a significant recruitment and retention problem.

The PCA is considered a part of basic pay for CSRS and FERS, Thrift Savings Plan (TSP) contributions, and under FERS only for agency TSP contributions.

(h) Advanced Payments for New Appointees

Agencies may advance a new hire up to two paychecks so that a new employee can meet living and other expenses. (5 U.S.C. 5524a; 5 CFR part 550, subpart B)

(i) Title 38 Flexibilities for Health Care Employees

We have been granted use of delegated hiring authority of appointment of employees performing direct patient-care services or services incident to direct patient care (Department of Veterans Affairs' personnel authorities under chapter 74 of Title 38, U.S. Code) to help recruit and retain employees in health care occupations.

Medical Occupations - All grade levels at all locations for the following occupations:

- Diagnostic Radiologic Technologist, GS-0647
- Medical Officer, GS-0602

- Nurse, GS-0610, GS-0620
- Pharmacist, GS-0660

(j) Referral Bonuses

Agencies can use the incentive awards authority to establish a referral bonus program that provides incentives to employees who bring new talent into the agency. A referral bonus goes to the person who refers a job applicant who is selected and successfully employed. (CFR, title 5, ch 451)

(k) Pay Issues

(1) Pay Banding - The goal is to give managers more flexibility in pay setting by creating pay ranges much broader than that of a single GS grade. For example, four bands might be established encompassing the GS 1-5, the GS 6-11, the GS 12-13, and the GS 14-15. The number of bands and the way the grades are assigned to the bands vary according to the organization's mission, values, and culture.

(2) Sunday Premium Pay

Full-time, General Schedule, and blue-collar workers, whose regular schedules require them to work on a Sunday, are entitled to their rate of basic pay, plus premium pay computed at a rate of 25% of their basic pay rate.

(3) Night Differential Pay

General Schedule employees receive a night-shift differential of ten% of their hourly base rate when they perform regularly scheduled night work between the hours of 6:00 pm and 6:00 am. Wage-system employees are entitled to a night-shift differential rate of 7% for work on a second shift, and 10% for regularly scheduled work on the third shift.

(4) Hazardous Duty Pay

General Schedule employees are entitled to a hazardous-duty differential if their work involves unusual physical hardships or hazards that have not already been accounted for in their job classification. Pay differentials for these types of assignments range from four% of basic pay up to 25%. (5 CFR 550, Subpart I, Appendix A)

(5) Danger Pay

The Secretary of State authorizes danger pay under 5U.S.C. 5928, locations in foreign areas in which civil insurrection, terrorism, wartime conditions and similar conditions threaten physical harm or imminent to the health or well being of an employee.

Danger pay authorized is a percentage of salary in 5% increments up to 25% of base pay for service in designated danger-pay areas.

(6) Hostile Fire Pay

Since the events of September 11, 2001, authority to pay hostile fire pay at a rate of \$150 for any month in which the employee is—

- Subject to hostile fire or explosion of hostile mines.
- On duty in an area in which the employee was in imminent danger of being exposed to hostile fire or explosion of hostile mines and in which, during the period of duty in that area, other employees were subject to hostile fire or explosion of hostile mines.
- Killed, injured, or wounded by hostile fire explosion of hostile mine, or any other hostile action.

(7) Environmental Differential Pay

Wage-system employees are entitled to environmental differentials when they are exposed to working conditions or hazards defined by OPM. The amount of the differential is equal to the percentage rate for the particular job category, multiplied by the rate of pay for WG-10, step 2.

I. Upward Mobility Program

The goals of the installation Upward Mobility Program (UMP) should be tailored to meet the mission and organizational needs of the installation, while keeping in line with the overarching Army goals to—

- Provide the means by which the capabilities of participants are increased to the fullest extent possible.
- Provide employees with an opportunity to enter bridge positions or the competitive service through planned on-the-job and formal training.
- Increase employee morale.
- Enhance employee growth, career development and opportunities.

Critical to the success of the program is the identification of appropriate target positions. To identify suitable positions, it is necessary to analyze the skills of current employees, review current and anticipated position vacancies, and determine which positions could be restructured into bridge positions. This is a combined effort between personnel and management officials.

Selected positions are restructured to the entry or intermediate grade levels with an identified final target grade. Selection for placement into a UMP position is accomplished through competitive procedures. Normally, candidates are required to meet basic qualifications for the entry grade.

The UMP is an integral part of the Affirmative Employment Program and serves as one vehicle for placement of women, minorities, and people with handicapping conditions into positions where under representation exists.

m. Temporary Promotion

A temporary promotion is the temporary assignment of an employee to a higher-graded position for a specified period of time, with the employee returning to his/her permanent position upon the expiration of the temporary action. In order for an employee to be temporarily promoted, he/she must meet the same qualification requirements that are necessary for a permanent promotion. The temporarily promoted employee receives the higher graded salary for the period assigned and gains quality experience and time-in-grade at the higher-grade level.

These promotions are intended for meeting temporary needs of the agency's work program when necessary services cannot be provided by other means. Temporary promotions can be used to—

- Fill temporary positions.
- Accomplish project work.
- Fill positions temporarily pending reorganization or downsizing.
- Meet other temporary needs.

The initial 120 days of a temporary promotion may be made non-competitively, which means the selected employee does not have to compete with other employees for the temporary assignment. All time spent on non-competitive temporary promotions and details to higher graded positions during the preceding 12 months counts toward the 120-day total. If the temporary promotion is extended beyond 120 days, competition is required.

The maximum time period for a temporary promotion is 5 years, unless OPM authorizes the agency to make and/or extend it for a longer period. A temporary promotion that was originally made under competitive procedures can be extended up to 5 years without further competition.

A temporary promotion may be made permanent without further competition provided the temporary promotion was originally made under competitive procedures and that the possibility of a permanent position was made known to all potential candidates.

n. Professional Development Assignments

Army professional development assignments are an excellent avenue to gain the depth and breadth of knowledge, skills and abilities necessary to be highly competitive for increasing and progressive management and leadership positions.

Each Career Program (see AR 690-950) has an ACTEDS plan in place, which provides roadmaps for advancement and recommended kinds of experience at various grade and experience levels. The ACTEDS Training Catalog, published by the OASA (M&RA), contains many developmental assignment opportunities.

Employees are also encouraged to gain experience by accepting assignments in other occupational series, accepting temporary promotions, or even accepting assignments at other levels of command such as installation level or MACOM level.

Career Program employees may also apply to compete for selection as a congressional or legislative fellow and other Executive Leadership Development programs. USACHPPM could also allow competitive professional development internal with an established program.

o. Competitive Professional Development

Competitive Professional Development is defined as functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI) and/or planned developmental assignments that have been documents in the respective ACTEDS plans. Civilians GS-11 and above, and journey-level GS-9s (by exception) are eligible to complete for these training opportunities. Programs covered include—

- ✚ University Programs.
- ✚ Developmental Assignments.
- ✚ Training-With-Industry (TWI).
- ✚ Army Comptrollership Program (ACP).
- ✚ Graduate Cost Analysis Program (GCAP).
- ✚ DOD Professional Enhancement Program (PEP).
- ✚ Logistics and Acquisition Management Program (LOGAMP).
- ✚ Logistics Executive Development Program (LEDC).
- ✚ Advanced Resource Management Course (ARMC).
- ✚ Professional Military Comptroller School (Syracuse).
- ✚ Short-term Training Assignments/Courses.

Suspense dates are established annually to ensure nominations are received in the OASA (M&RA) Functional Chief Representative's office no later than the

nomination suspense date stated on the announcement. Announcements, suspense dates, and forms can be found in The ACTEDS Training Catalog.

p. Civilian Academic Degree Training

While the DOD issued implementing policy for Civilian Academic Degree Training on August 15, 2001, the Deputy Chief of Staff of the Army issued a Memorandum, October 30, 2003, subject: Rescission of Delegation Authority for Civilian Personnel Policy Management. This memorandum rescinded the Authority to approve Civilian Academic Degree Training. The Assistant Secretary of the Army (Manpower and Reserve Affairs) retains approval authority for Civilian Academic Degree Training and requests must be submitted for approval to the Deputy Assistant Secretary of the Army (Human Resource) Office, Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), 111 Army Pentagon, Room 2E649, Washington, DC 20310-0111.

CHPPM will continue to pay for course work as a part of an employee's professional development. Employees will contact the CHPPM Training Officer for assistance in continuing education courses.

q. Reassignment

Reassignment is the movement of an employee to another position for which he/she qualifies at the same grade level and with an equivalent target grade or equivalent band level if applicable. On reassignment within the General Schedule pay system, the employee's salary is set at their existing rate of pay. A relocation bonus or retention allowance may be offered to current employees under certain conditions. Some variations apply when effecting reassignment actions of employees either entering or

leaving an organization participating in a personnel demonstration project.

A reassignment eligible is considered a non-competitive candidate or is a non-competitive referral because he/she has already competed for and currently holds, or has held, an equivalent position to the one being filled. Therefore, a second competition is not required. However, reassignments to restructured positions, which are targeted above the grade level currently held by the employee, must be filled using competitive procedures. This means that all in-service placement rules apply, and competition must occur between all in-service placement candidates within the area of consideration.

Reassignments can be "management directed." These actions are initiated by management to laterally move an employee to another position within the organization or between organizations. This often occurs when placing employees in order to avoid reduction in force actions or for other reasons when an employee's skills can be better utilized in another equivalent position.

A reassignment can also be a "voluntary request". These actions are initiated by an employee wishing to move to another position.

Normally, reassignment candidates may be referred when the selecting official requests to consider this recruitment source. They would be referred with other non-competitive candidates such as change to lower grade and repromotion eligibles.

r. Details

A detail is the temporary assignment of an employee to a different position or set of duties for a specified period with the employee returning to his/her original position at the end of the detail. There is no formal position change. Officially, the

employee continues to hold the position from which detailed and keeps the same status and pay. Employees do not need to meet qualification standards in order to be detailed. However, employees must meet positive education requirements and special licensure requirements in order to be detailed into a position with these requirements.

Details are intended for meeting temporary needs of the agency's work, program, or mission requirements when necessary services cannot be provided by other means. Details can be used in situations such as temporary shortage of military or civilian personnel or emergency work situations.

An employee who continues to carry out the duties of the position to which permanently assigned and also performs some of the duties of another position for a limited time generally is not considered to be on detail. Details to higher-level positions should be made competitively when the duration of the detail and the nature of the assignment are such that the employee can be expected to perform the majority of the grade-controlling duties.

Details should not be used to qualify or prepare employees for promotion or to reassign them to positions with promotion potential.

s. Subsidized Transportation

Federal agencies offer qualified employees a transportation fringe benefit program that includes the option to exclude from taxable income employee commuting costs incurred through the use of mass transportation and van pools. Agencies in the National Capital Region offer employees "transit passes" in amounts approximately equal to employee commuting costs, not to exceed the maximum level allowed by law. (E.O. 13150)

t. Travel and Transportation Expenses for Interviews and/or New Appointments

An agency, at its discretion, may pay the travel or transportation expenses of any individual candidate for a pre-employment interview or pay travel and transportation expenses for a new appointee to the first post of duty. For either payment, a decision made for one vacancy does not require a like decision for any similar future vacancies. Before authorizing any payments, the agency must consider factors such as availability of funds, desirability of conducting interviews, and feasibility of offering a recruiting incentive. (5 U.S.C. 5706b; 5 CFR part 572)

u. Federal Student Loan Repayments

Agencies may set up programs to repay the student loans of Federal employees in order to attract or keep highly qualified individuals. Under the authority at 5 U.S.C. 5379, agencies may set up their own loan repayment program and repay Federally insured student loans as a recruitment or retention incentive for candidates or current employees. Payments to an individual may not exceed \$6,000 per year or \$40,000 total. In order to receive student loan repayment benefits, an employee must sign a service agreement to remain in the service of the agency for a period not less than 3 years. Individuals interested in student loan repayment opportunities must contact agencies directly. (5 CFR part 537)

4. Work Arrangements and Work/Life Policies

The Federal Government is a leader in providing family-oriented leave policies and flexitime and telecommuting arrangements to support a positive work culture and environment. This includes the use of flexible work schedules and telecommuting; leave programs (e.g., leave sharing, leave banks, leave for medical conditions and family responsibilities); part-time employment and job sharing; Employee Assistance Programs; Employee Health and Wellness Programs; on-site child development centers; and information and referral services.

The Government is committed to helping employees meet the responsibilities of work and home life.

a. Hours of Work and Scheduling Flexibilities

Agencies have the discretionary authority to determine the hours of work for their employees to ensure agencies meet organizational goals and to help employees balance personal needs. (5 U.S.C. Chapter 61, subchapters I and II; 5 CFR part 610). What this also means is that the Commander, USACHPPM, has the authority to establish different work schedules, dependent of the mission and the needs of the employees.

Agencies may establish-

- Full-time, part-time, intermittent, and seasonal work schedules.
- Hours of work for employees, including traditional day shifts, night and weekend duty, rotating shifts, and "first-40" schedules.

Alternative work schedules (AWS), which can replace traditional schedules (i.e., 8 hours per day/40 hours per week, with fixed starting and stopping times). The Handbook on Alternative Work Schedules provides a framework for Federal agencies to consult in establishing alternative work schedules and provides information to assist agencies in administering such programs. This handbook is on the following website:

<http://www.opm.gov/oca/aws>. Also, information concerning negotiating alternative work schedules (AWS) can be found in OPM's Labor-Management Relations Guidance Bulletin "Negotiating Flexible and Compressed Work Schedules" at <http://www.opm.gov/cplm/labrmgmt.htm>.

b. Alternative Work Schedules.

AWS include—

- ✚ **Flexible work schedules (FWS).** FWS allow an employee to complete the basic 80-hour biweekly work requirement in less than 10 workdays. FWS consist of workdays composed of core hours and flexible hours. Core

hours are the designated period of the day when all employees must be at work. Flexible hours are the part of the workday when employees may (within limits or "bands") choose their time of arrival and departure. The authority for FWS is contained in 5 U.S.C. 6122. An agency's FWS plan may permit employees to earn credit hours. An employee may elect to earn credit hours for working hours in excess of the employee's basic work requirement (e.g., 40 hours a week). An employee may use earned credit hours to take time off and vary the length of a workweek or a workday. Refer to the OPM Handbook on Alternative Work Schedules for more information on the administration of credit hours.

✚ **Compressed work schedules (CWS).** CWS are fixed work schedules that enable full-time employees to complete the basic 80-hour biweekly work requirement in less than 10 workdays. These schedules are authorized by 5 U.S.C. 6127. Agencies may adopt either flexible or compressed work schedules for their employees. An employee may not be permitted to work on a "hybrid" schedule that combines aspects of both programs.

✚ **Adjusted work schedules for religious observances,** which are available for employees whose personal religious beliefs require abstaining from work at certain times of the workday or workweek. Modifications in work schedules must not interfere with the efficient accomplishment of an agency's mission. The hours worked in lieu of the normal work schedule do not create any entitlement to premium pay (including overtime pay). Additional information on the adjustment of work schedules for religious observances may be obtained from <http://www.opm.gov/oca/worksch/html/reli.htm>. (5 U.S.C. 550a; 5 CFR part 550, subpart J)

c. Telecommuting

Telecommuting, also referred to as telework, allows employees to work at home or at another approved location away from the regular office. A telecenter is a multi-agency facility that provides a geographically convenient office setting as an alternative to the employee's main office. A telecenter can also serve as an administrative support center for employees working at home. OPM maintains an extensive website with the latest guidance and assistance about implementing telecommuting programs at <http://www.opm.gov/wrkfam/telecomm/telecomm.htm>.

d. Leave Flexibilities

Additional information on Federal leave programs may be obtained from <http://www.opm.gov/oca/leave>. OPM also presents periodic workshops on Federal leave policies. Additional information may be obtained from www.opm.gov/oca/leave/html/workshop.htm.

Annual and sick leave programs provide most employees with a total of: (a) 13 days of sick leave each year (which accumulates without limit in succeeding years), and (b) 13, 20, or 26 days of annual leave, depending on years of service. (A maximum of 240 hours may be carried over to the next leave year.) Under expanded sick leave policies, employees may use up to 12 weeks of paid sick leave each year to care for a family member with a serious health condition. In addition, an employee may use limited amounts of sick leave each year to care for a family member who is incapacitated by illness or injury, accompany family members to routine health care appointments, arrange for or attend the funeral of a family member, and for absences related to adopting a child. (5 U.S.C. chapter 63, subchapter I; 5 CFR part 630, subparts B, C, and D; 5 CFR 630.401 and 630.1202)

Leave-sharing programs allow an employee who has a personal or family medical emergency and who has exhausted his or her own leave to receive donated annual leave from other Federal employees through the voluntary leave transfer or leave bank

programs. (5 U.S.C. 6331-6340 and 6361-6373; 5 CFR part 630, subparts I and J)

The Family and Medical Leave Act of 1993 entitles an employee to a total of 12 administrative workweeks of unpaid leave during any 12-month period for: (1) the birth of a son or daughter and care of the newborn; (2) the placement of a son or daughter with the employee for adoption or foster care; (3) the care of an employee's spouse, son or daughter, or parent with a serious health condition; and (4) an employee's own serious health condition that makes him or her unable to perform the duties of his or her position. Employees continue to be covered by the Federal Government's health insurance program while using family and medical leave. (5 U.S.C. 6381-6387; 5 CFR part 630, subpart L)

Leave for bone-marrow and organ donation allows Federal employees to use up to 7 days of paid leave each year (in addition to sick or annual leave) to serve as a bone-marrow donor and up to 30 days of paid leave each year to serve as an organ donor. (5 U.S.C. 6327)

Time off for volunteer activities. Federal agencies can support employees' commitment to community service by ensuring that all employees are aware of the various flexibilities available to them to participate in volunteer activities. Agencies may permit employees to make maximum use of existing flexibilities such as alternative work schedules, annual leave, leave without pay, credit hours under flexible work schedules, compensatory time off, and excused absence (administrative leave), where appropriate, to perform community service. OPM advises that the granting of excused absence for volunteer activities should be limited to those situations in which the employee's absence, in the department's or agency's determination, is not specifically prohibited by law and satisfies one or more of the following criteria: (1) the absence is directly related to the department or agency's mission; (2) the absence is officially sponsored or sanctioned by the head of the department or agency; (3) the absence will clearly enhance the professional development or skills of the employee in

his/her current position; or (4) the absence is brief and is determined to be in the interest of the agency. Additional information may be obtained at <http://www.opm.gov/oca/compmemo/1998/cpm98-V.htm>.

e. Employee Assistance Programs (EAPs)

These programs provide a variety of confidential services, including counseling and referrals, to employees who are experiencing personal problems such as work and family pressures, substance abuse, financial problems that can adversely affect performance, reliability, and personal health.

EAPs help employees and, where feasible, their families with problems that may affect their well-being and their ability to do their jobs. These worksite programs, which are generally available to all Federal employees, offer cost-free, confidential employee counseling and referral to community treatment and/or professional services as appropriate. Although agencies are only required by law to establish and administer employee counseling programs that deal specifically with alcohol and drug problems, most agencies have "broad brush" EAPs that offer help for a variety of other problems. These EAPs offer counseling and referral services for problems such as mental, emotional, family, financial, dependent care, and legal difficulties.

In addition, to providing individual counseling, EAPs also play a key role in educating employees on a variety of health and assistance topics such as HIV/AIDS, money management, parenting, caring for aging parents, stress management, and selecting quality child care.

The basic services of EAPs include—

- Confidential, free, short-term counseling to identify and assess the problem(s) and to assist employees in problem solving.

- Referral, where appropriate, to a community service or professional resource that provides treatment and/or rehabilitation. With the exception of illness or injury directly resulting from employment, medical care and treatment are personal to the employee and, therefore, payment may not be made from appropriated funds unless provided for in a contract of employment or by statute or regulation.
- Follow-up services to assist an employee in achieving an effective readjustment to his or her job during and after treatment (e.g., back-to-work conferences).
- Training sessions for managers and supervisors on handling work-related problems that may be related to substance abuse or other personal, and/or health-related problems.
- Orientation and educational programs to familiarize all employees with the services of EAP programs and how to access them.
- Briefings to educate management and union officials on the role of EAP programs.

In addition, EAP can be extremely important in the prevention of, and intervention in, workplace violence incidents; the delivery of critical incident stress debriefings; and providing assistance to employees during agency restructuring. (5 U.S.C. 7361, 7362, and 7904; 5 CFR Part 792)

5. Training

Travel, per diem, and transportation are training expenses governed by 5 U.S.C. 4109(a)(2)(A) and (B). The provisions in law that pertain to paying all or some of the costs of tuition and other training expenses apply to paying travel expenses. This means that the agency decides which travel expenses it will pay for employees assigned to training. For example—

- An agency may pay the costs of training-related travel and per diem from program funds. (5 U.S.C. 4112)
- An agency may pay the costs of travel to a carrier in advance or advance an employee some or all of the cost of travel, reimburse an employee for training related travel expenses, and/or share the costs of travel with an employee. (5 U.S.C. 4109(a)(2))
- An agency may pay a reduced per-diem rate to an employee in training status.
- An agency, at its discretion, may pay limited relocation expenses for an employee assigned to training for lengthy periods of time.
- Agencies may pay a vendor the costs of training or education in advance. They may also advance an employee all or part of the costs of approved training and education. Expenses of training include the cost of tuition; purchase or rental of books, materials and supplies; library and laboratory fees; and travel, per diem, and relocation expenses. (5 U.S.C. 4109(a)(2))
- An agency may reimburse employees for all or part of the costs training or education. Expenses of training include the cost of tuition; purchase or rental of books, materials, and supplies; library and laboratory fees; and travel, per diem, and relocation expenses. (5 U.S.C. 4109(a)(2))
- Agencies may share training and education costs with employees. This authority allows agencies to support training and education that benefits both the agency and the employee. (5 U.S.C. 4109(a)(2))

The following table illustrates the variety of arrangements that agencies and employees may use to share training

costs and accommodate schedules as well as the organization's and the employee's needs.

Paying Training Costs	Training on Duty or Non-Duty Hours
Agency pays the costs of training	Employee attends during duty hours
Agency pays the costs of training	Employee attends during non-duty hours
Agency pays some of the training Costs. Employee pays the balance	Employee attends during duty hours
Agency pays some of the training Costs. Employee pays the balance.	Employee attends during non-duty hours
Employee pays all the training Costs. Agency reimburses part or all of costs when course successfully completed.	Employee attends during duty hours
Employee pays all the training Costs. Agency reimburses part or all of costs when course successfully completed.	Employee attends during non-duty hours
Employee pays all the training Costs.	Employee attends during duty hours

Training and Education Unrelated to an Employee's Official Duties; Adjusting Employees' Work Schedules for Educational Purposes

Agencies may adjust an employee's normal work schedule for educational purposes. This authority allows the employee to take courses not related to his/her official duties. A special tour of duty is permissible if the following conditions are all met:

- It will not appreciably interfere with work accomplishment.

- The agency incurs no additional personal services costs.
- Course completion will equip employee to more effectively work in the agency.
- The employee receives no premium pay while on the special tour of duty, even though premium pay would be otherwise payable. (5 CFR 610.122)

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